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ABSTRACT

In September 1994, the San Diego Community College District conducted a survey of the training needs of small businesses in the District's service area, defining small businesses as those with fewer than 100 employees. Surveys were mailed to 3,622 local companies in industries determined to have smaller businesses, while completed surveys were received from 761 companies for a response rate of 21%. Study findings included the following: (1) the highest number of responses were received from service industries (n=121), medical or other health providers (n=102), and retail trade establishments (n=75); (2) 59% of the firms indicated that training was necessary, with government-related businesses expressing the most need for training at 77% and legal services expressing the least need at 42%; (3) among firms indicating that no training was needed, 76% reported that employees were already sufficiently trained; (4) for those expressing a need for training, 9% indicated training was needed for unskilled laborers, 11% fo semi-skilled production laborers, and over 40% for training in all other employment areas; (5) approximately 75% indicated a willingness to share training with other firms in order to reduce costs; (6) in general, the larger the firm, the larger the perceived need for training; and (7) the smallest firms were the most likely to indicate that a lack of funds was a barrier to training, while the largest firms were most likely to be already providing training. (Data tables are included.) (The survey instrument and cover letters are appended.) (KP)

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ED 386 229

Survey of Small Business Training Needs

Conducted by Economic & Career Development and

Research & Planning

San Diego Community College District

JC 950 417

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Survey of Small Business Training Needs

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BACKGROUND AND PURPOSE

The Survey of Small Business Training Needs was commissioned by the Economic and Career Development department of the San Diego Community College District (SDCCD) in September, 1994. This survey was conducted by the Research and Planning department to provide Economic and Career Development managers with information regarding small business training needs. The survey was designed to gauge the training needs of small businesses, defined for the purpose of the study as businesses having fewer than 100 employees. The market for training tailored to small businesses may be substantial, as over 97% of businesses in the San Diego Community College District service area have fewer than 100 employees.[1] Over one-half have fewer than five employees. [2]

A survey of large businesses (those having more than 100 employees) was conducted by the Economic and Career Development department and the SDCC Auxiliary Organization's Employee Training Institute in June, 1994. This survey addressed business training needs with a focus on the nature of the training needed and on projections about future business activity and training expenditures. In contrast, the primary focus of the Small Business survey was to determine whether business owners and managers perceived a need for employee training, and was not designed specifically for projecting future levels of business activity and training expenditures.

Following a series of meetings with Economic and Career Development staff in charge of the project, numerous drafts of the survey were produced for review and revision. Staff wanted to keep the instrument short to boost the response rate while obtaining the necessary data to make marketing decisions.

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[1]Inside Prospects, Market analysis of businesses within SDCCD service area, 1994.

[2]Ibid.

METHODOLOGY

In September, 1994, a one-page survey was sent along with a cover letter addressed to the business owner or president and signed by SDCCD Chancellor Augustine Gallego. The survey was mailed to 3,622 businesses in the SDCCD service area, which encompasses that region of the City of San Diego which is south of Rancho Penasquitos and Poway, and north of National City and Bonita.

Sampling methodology was based on a modified stratified random sample. A stratified random sample is used when there are two or more ways of classifying data and it is important to ensure that each category is proportionately represented in the sample.[3] Since the number of businesses within each industry varies, the research staff determined that it was necessary to mail surveys to a larger proportion of businesses within those industries having fewer businesses. Program planners were also interested in the responses by various industry groupings so that training efforts and strategies could be better targeted. The stratified random sampling method was modified due to the high cost of mailing to the number of businesses necessary to obtain the 3,622 responses deemed necessary for reliability. Assuming a 20% response rate, this would have required surveying 18,110 businesses. Instead, the Research and Planning Department obtained data files from Inside Prospects containing all small businesses within the SDCCD service area and drew samples from each industry to approach a 95% confidence level. Surveys were mailed to 3,622 businesses and the actual response rate was 21%. Therefore the results for the population of small businesses are statistically reliable, within plus or minus 5%, and there is adequate representation of those industries having relatively few businesses. One should nonetheless use caution when making generalizations about the training needs for industries having a small number of respondents.

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[3] Isaac, Stephen and Michael, William B., *Handbook in Research and Evaluation*, San Diego: EdITS Publishers, 1981, pp. 189-193.

In an effort to enhance the response rate, a postcard was mailed to one-half of the businesses randomly selected from those chosen to receive the survey. The postcard (Appendix B) was mailed approximately one week prior to the survey, and informed the business owner or president that the survey was forthcoming and that it was important that it be completed as part of a "major research project." Survey forms were inconspicuously marked to indicate that the respondent had previously received a postcard and response rates for postcard recipients were compared to rates for respondents who did not receive a postcard. Of 1,811 surveys mailed after a prior postcard, 401 were returned for a response rate of 22.1%. Of the 1,811 surveys mailed without a prior postcard, 360 were returned for a response rate of 19.9%. Chi square analysis did not reveal a reliable difference in response rates between the two methods.

A comparison of the number of businesses in each industry and the sample sizes for the industries is shown in TABLE I.

TABLE I

MAJOR BUSINESS ACTIVITIES	# of Businesses in Service Area	Sample Size
Agriculture, Forestry, Fishing, Mining	205	135
Construction	802	260
Manufacturing	1,392	300
Transportation, Communications, Utilities	753	254
Wholesale Trade	1,842	317
Retail Trade	5,984	361
Finance, Insurance, Real Estate	3,365	343
Services: Hotels, Personal, Business, Amusement	5,398	360
Medical, Other Health	2,212	327
Legal Services	1,615	310
Education, Social Services, Museums, etc.	1,671	310
Engineering, Architects, Accounting, R&D	1,716	313
Government	33	32
TOTAL	26,988	3,622

A total of 761 surveys were returned, for a response rate of 21%.

Respondents were not asked to provide the name or any identifying information about the business. Completed surveys were scanned using an NCS scanner and Scan-tools software, and results were summarized using SPSS/PC software.

SUMMARY OF RESULTS

The percentage of responses by industry approximated the proportion of industries within the service area, as shown in TABLE II.

TABLE II

MAJOR BUSINESS ACTIVITY	# in industry	% of total	# of responses	% of responses
Agriculture, Forestry, Fishing, Mining	205	0.7	7	0.9
Construction	802	2.9	62	8.3
Manufacturing	1,392	5.1	42	5.6
Transportation, Communications, Utilities	753	2.7	34	4.6
Wholesale Trade	1,842	6.8	26	3.5
Retail Trade	5,984	22.1	75	10.0
Finance, Insurance, Real Estate	3,365	12.4	74	9.9
Services: Hotels, Personal, Business, Amusement	5,398	20.0	121	16.2
Medical, Other Health	2,212	8.2	102	13.7
Legal Services	1,615	5.9	67	9.0
Education, Social Services, Museums, etc.	1,671	6.1	63	8.4
Engineering, Architects, Accounting, R&D	1,716	6.3	56	7.5
Government	33	0.1	13	1.7
TOTAL	26,988	100.0	742*	100.0

*excludes 19 surveys which were incomplete or for which industry was unknown.

Tables on the following pages crosstabulate the survey results. These crosstabulations enable analysis of responses to questions 1, 2, and 7 by all other questions. Significant findings include the following:

- The majority of firms (59%) indicated that training was necessary. The greatest need was perceived in Government (77%), while the least need was in Legal Services (42%).

- For firms responding that no training was needed, 76% indicated that employees were already sufficiently trained for job tasks.

- For those indicating that training was needed, only 9% indicated that training was needed for unskilled laborers and 11% indicated that there was a need for training of semi-skilled production laborers. Over 40% of respondents indicated a need for training in all other employment categories.

- Approximately three-fourths of firms indicated a willingness to share training with other firms in order to reduce costs.

- In general, the larger the firm (in terms of number of employees), the greater the perceived need for formal training.

- For firms indicating a need for training, the smallest firms were most likely to indicate that a lack of funds was a barrier to training. The largest firms were most likely to be already providing training.

SURVEY RESULTS

1. Which of the following BEST describes the nature of products or services provided by your business? (Mark ONE response)

	Count	Percent
NO RESPONSE	5	.7
AGRICULTURE, FORESTRY, FISHING, MINING	7	.9
LEGAL SERVICES	67	9.0
EDUCATION, SOCIAL SERVICES, MUSEUMS	63	8.4
ENGINEERING, ARCHITECTURE, ACCOUNTING, R&D	56	7.5
GOVERNMENT	13	1.7
CONSTRUCTION	62	8.3
MANUFACTURING	42	5.6
TRANSPORTATION, COMMUNICATIONS, UTILITIES	34	4.6
WHOLESALE TRADE	26	3.5
RETAIL TRADE	75	10.0
FINANCE, INSURANCE, REAL ESTATE	74	9.9
SERVICES-HOTEL, PERSONAL, BUSINESS	121	16.2
MEDICAL, HEALTH RELATED	102	13.7
Total	747	100.0

2. Approximately how many employees are located at your site? (Mark ONE response)

	Count	Percent
NO RESPONSE	8	1.1
1-4	332	44.4
5-9	180	24.1
10-19	98	13.1
20-39	55	7.4
40-59	30	4.0
60-79	22	2.9
80-99	10	1.3
100+	12	1.6
Total	747	100.0

3. Is there a need to provide formal training (e.g. workshops/seminars/classes) for your employees? (Mark ONE response)

	Count	Percent
NO RESPONSE	4	.5
YES	442	59.2
NO	301	40.3
Total	747	100.0

3A. If No to qestion 3, from the choices below please indicate WHY training is not necessary.

	Count
EMPLOYEES ALREADY TRAINED OR EDUCATED	231
JOB TASKS DO NOT REQUIRE SKILLED WORKERS	29

4. If Yes to question 3, which of the following barriers, if any, prevent you from providing training (Mark ONE response)*

	Count	Percent
LACK OF FUNDS	142	32.1
LACK OF TIME	103	23.3
UNAWARE OF TRAINING OPTIONS	77	17.4
NOT APPLICABLE, CURRENTLY TRAINING	153	34.6

*Count and Percent include multiple responses.

5. Which of the following employee categories in your company require formal training (e.g. workshops/seminars/classes)? (Mark ALL that apply)

	Count	Percent
UNSKILLED LABOR	41	9.3
SUPERVISORS/MANAGERS	208	47.1
SEMI-SKILLED PRODUCTION/ASSEMBLY	51	11.5
SERVICE/SALES EMPLOYEES	200	45.2
CLERICAL EMPLOYEES	195	44.1
PARAPROFESSIONAL/SKILLED TECHNICAL	201	45.5

6. Please identify the most critical training needs of your employees from the list below. (Mark ALL that apply)

	Count	Percent
CUSTOMER SERVICE TRAINING	191	43.2
BUSINESS WRITING SKILLS	118	26.7
SALES TRAINING	126	28.5
COMMUNICATION SKILLS	176	39.8
ENGLISH AS A SECOND LANGUAGE	31	7.0
MICROCOMPUTER APPLICATIONS	152	34.4
BASIC SKILLS	42	9.5
DIVERSITY AWARENESS	26	5.9
SUPERVISORY SKILLS	141	31.9
STATISTICAL PROCESS CONTROL	7	1.6
TEAM BUILDING	144	32.6
SPECIALIZED TECHNICAL TRAINING	149	33.7
PROBLEM SOLVING SKILLS	126	28.5
OTHER	70	15.8
TOTAL QUALITY MANAGEMENT	106	24.0

7. To reduce training costs, would you be interested in sharing training sessions with other firms? (Mark ONE response)

	Count	Percent
NO RESPONSE	14	3.2
YES, WITH FIRMS IN SAME BUSINESS AS MINE	132	29.9
YES, WITH FIRMS IN SIMILAR BUSINESS	102	23.1
YES, WITH FIRMS IN DIFFERENT BUSINESS	12	2.7
YES, WITH FIRMS IN SAME GEOGRAPHIC LOCATION	15	3.4
YES, WITH ANY FIRMS	50	11.3
NO	117	26.5
Total	442	100.0

QUESTION 1: Nature of products or services

Question 1: Which of the following best describes the nature of products or services provided by your business BY Question 2: Approximately how many employees are located at your site?

	NUMBER EMPLOYED							
	1-4	5-9	10-19	20-39	40-59	60-79	80-99	100+
PRODUCT OR SERVICE								
AGRICULTURE, FORESTRY, FISHING, MINING	28.6%		42.9%	14.3%		14.3%		
CONSTRUCTION	30.6%	21.0%	19.4%	11.3%	6.5%	4.8%	3.2%	3.2%
MANUFACTURING	27.3%	22.7%	29.5%	6.8%	2.3%	2.3%	4.5%	4.5%
TRANSPORTATION, COMM, UTILITIES	32.4%	23.5%	20.6%	17.6%	2.9%	2.9%		
WHOLESALE TRADE	46.2%	15.4%	11.5%	7.7%	15.4%	3.8%		
RETAIL TRADE	49.4%	25.3%	7.6%	8.9%	3.8%	2.5%		2.5%
FINANCE, INS., REAL ESTATE	54.7%	22.7%	13.3%	4.0%	1.3%		1.3%	
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	53.2%	20.2%	11.3%	3.2%	4.0%	.8%		4.0%
MEDICAL	43.7%	39.8%	7.8%	1.0%	1.0%	3.9%	1.0%	1.9%
LEGAL SERV	64.2%	19.4%	4.5%	6.0%		4.5%		
EDUCATION, SOC. SERV., ETC.	26.6%	15.6%	20.3%	20.3%	6.3%	4.7%	4.7%	
ENGINEERING, ACCTG, R&D	47.4%	24.6%	8.8%	8.8%	7.0%	1.8%	1.8%	
GOVERNMENT	7.7%	23.1%	23.1%	7.7%	15.4%	15.4%		7.7%
Total	44.1%	23.4%	13.2%	7.5%	3.9%	3.0%	1.3%	1.8%

Question 1: Nature of products or services BY Question 3: Is training needed?

	IS TRAINING NEEDED?	
	YES	NO
PRODUCT OR SERVICE		
AGRICULTURE, FORESTRY, FISHING, MINING	57.1%	42.9%
CONSTRUCTION	59.7%	40.3%
MANUFACTURING	59.1%	40.9%
TRANSPORTATION, COMM, UTILITIES	61.8%	38.2%
WHOLESALE TRADE	69.2%	26.9%
RETAIL TRADE	49.4%	50.6%
FINANCE, INS., REAL ESTATE	64.0%	36.0%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	60.5%	39.5%
MEDICAL	67.0%	32.0%
LEGAL SERV	41.8%	58.2%
EDUCATION, SOC. SERV., ETC.	64.1%	32.8%
ENGINEERING, ACCTG, R&D	57.9%	42.1%
GOVERNMENT	76.9%	23.1%
Total	59.1%	39.7%

Question 1: Nature of products or services BY Question 3: Why is no training necessary? (for those answering NO above)

	WHY IS NO TRNG. NEEDED	
	EMPLOYEES ALREADY TRAINED	TRAINING NOT REQD.
PRODUCT OR SERVICE		
AGRICULTURE, FORESTRY, FISHING, MINING	100.0%	
CONSTRUCTION	72.0%	16.0%
MANUFACTURING	83.3%	11.1%
TRANSPORTATION, COMM, UTILITIES	69.2%	23.1%
WHOLESALE TRADE	71.4%	28.6%
RETAIL TRADE	57.5%	27.5%
FINANCE, INS., REAL ESTATE	85.2%	3.7%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	69.4%	12.2%
MEDICAL	72.7%	
LEGAL SERV	92.3%	
EDUCATION, SOC. SERV., ETC.	71.4%	9.5%
ENGINEERING, ACCTG, R&D	95.8%	
GOVERNMENT	66.7%	
Total	75.7%	10.2%

Question 1: Nature of products or services BY Question 4: Which of the following barriers, if any, prevent you from providing training? (includes ONLY those answering YES to question 3)

	LACK FUNDS	LACK TIME	UNAWARE OF TRAINING	ALREADY TRAINING
PRODUCT OR SERVICE				
AGRICULTURE, FORESTRY, FISHING, MINING	25.0%	75.0%	25.0%	
CONSTRUCTION	37.8%	29.7%	24.3%	29.7%
MANUFACTURING	34.6%	11.5%	30.8%	38.5%
TRANSPORTATION, COMM, UTILITIES	23.8%	19.0%	33.3%	28.6%
WHOLESALE TRADE	38.9%	38.9%	11.1%	27.8%
RETAIL TRADE	15.4%	15.4%	20.5%	53.8%
FINANCE, INS., REAL ESTATE	33.3%	16.7%	10.4%	35.4%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	36.0%	18.7%	17.3%	30.7%
MEDICAL	18.8%	29.0%	15.9%	47.8%
LEGAL SERV	17.9%	35.7%	25.0%	21.4%
EDUCATION, SOC. SERV., ETC.	53.7%	17.1%	7.3%	24.4%
ENGINEERING, ACCTG, R&D	39.4%	27.3%	9.1%	33.3%
GOVERNMENT	60.0%	20.0%	20.0%	30.0%
Total	31.9%	23.0%	17.5%	34.5%

Question 1: Nature of products or services BY Question 5: Which of the following employee categories in your company require training? (includes ONLY those answering YES to question 3)

	UNSKILLED LABOR	SUPERVISORS/MANAGERS	SEMI-SKILLED PRODUCTION LABOR	SERVICE/SALES EMPLOYEES
PRODUCT OR SERVICE				
AGRICULTURE, FORESTRY, FISHING, MINING	25.0%	50.0%		25.0%
CONSTRUCTION	32.4%	59.5%	27.0%	45.9%
MANUFACTURING	19.2%	50.0%	61.5%	73.1%
TRANSPORTATION, COMM, UTILITIES	9.5%	57.1%	14.3%	71.4%
WHOLESALE TRADE	11.1%	33.3%	16.7%	66.7%
RETAIL TRADE	15.4%	38.5%	5.1%	71.8%
FINANCE, INS., REAL ESTATE	2.1%	47.9%		43.8%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	9.3%	37.3%	16.0%	57.3%
MEDICAL	1.4%	43.5%	1.4%	31.9%
LEGAL SERV		10.7%		3.6%
EDUCATION, SOC. SERV., ETC.	2.4%	68.3%	7.3%	29.3%
ENGINEERING, ACCTG, R&D	3.0%	54.5%		30.3%
GOVERNMENT	20.0%	100.0%	10.0%	20.0%
Total	9.1%	46.5%	11.3%	44.9%

(continued)

Question 1 BY Question 5 continued

	SERVICE/SALES EMPLOYEES	CLERICAL EMPLOYEES	PARAPROFESSIONAL/SKILLED TECH.
PRODUCT OR SERVICE			
AGRICULTURE, FORESTRY, FISHING, MINING	25.0%	75.0%	50.0%
CONSTRUCTION	45.9%	40.5%	24.3%
MANUFACTURING	73.1%	46.2%	34.6%
TRANSPORTATION, COMM, UTILITIES	71.4%	33.3%	33.3%
WHOLESALE TRADE	66.7%	50.0%	16.7%
RETAIL TRADE	71.8%	23.1%	23.1%
FINANCE, INS., REAL ESTATE	43.8%	56.3%	35.4%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	57.3%	36.0%	34.7%
MEDICAL	31.9%	46.4%	73.9%
LEGAL SERV	3.6%	60.7%	60.7%
EDUCATION, SOC. SERV., ETC.	29.3%	56.1%	51.2%
ENGINEERING, ACCTG, R&D	30.3%	27.3%	72.7%
GOVERNMENT	20.0%	90.0%	70.0%
Total	44.9%	44.0%	44.7%

Question 1: Nature of products or services BY Question 6: Please identify the most critical training needs of your employees from the list below. (includes ONLY those answering YES to question 3)

	CUSTOMER SERV. TRNG.	BUSINESS WRITING	SALES TRNG.	COMMUNICATION SKILLS
PRODUCT OR SERVICE				
AGRICULTURE, FORESTRY, FISHING, MINING	50.0%	25.0%	25.0%	75.0%
CONSTRUCTION	32.4%	21.6%	24.3%	32.4%
MANUFACTURING	38.5%	19.2%	38.5%	23.1%
TRANSPORTATION, COMM, UTILITIES	52.4%	28.6%	42.9%	52.4%
WHOLESALE TRADE	55.6%	16.7%	38.9%	38.9%
RETAIL TRADE	74.4%	15.4%	59.0%	35.9%
FINANCE, INS., REAL ESTATE	31.3%	39.6%	37.5%	35.4%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	54.7%	24.0%	41.3%	42.7%
MEDICAL	52.2%	15.9%	18.8%	43.5%
LEGAL SERV	25.0%	46.4%		35.7%
EDUCATION, SOC. SERV., ETC.	29.3%	34.1%		41.5%
ENGINEERING, ACCTG, R&D	9.1%	36.4%	18.2%	36.4%
GOVERNMENT	60.0%	20.0%	20.0%	70.0%
Total	42.9%	26.1%	28.5%	39.4%

(continued)

Question 1 BY Question 6 continued

	ESL	MICROCOMPUTER APPS.	BASIC SKILLS	DIVERSITY AWARENESS
PRODUCT OR SERVICE				
AGRICULTURE, FORESTRY, FISHING, MINING	25.0%	100.0%	25.0%	
CONSTRUCTION	5.4%	32.4%	8.1%	2.7%
MANUFACTURING	23.1%	23.1%	19.2%	3.8%
TRANSPORTATION, COMM, UTILITIES		33.3%		4.8%
WHOLESALE TRADE	27.8%	27.8%	5.6%	
RETAIL TRADE	7.7%	15.4%	12.8%	
FINANCE, INS., REAL ESTATE	2.1%	39.6%		
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	8.0%	26.7%	17.3%	4.0%
MEDICAL	4.3%	29.0%	5.8%	1.4%
LEGAL SERV	3.6%	46.4%	21.4%	
EDUCATION, SOC. SERV., ETC.	4.9%	46.3%	7.3%	29.3%
ENGINEERING, ACCTG, R&D	3.0%	42.4%	3.0%	9.1%
GOVERNMENT	10.0%	70.0%	10.0%	40.0%
Total	7.1%	33.6%	9.5%	5.8%

(continued)

Question 1 BY Question 6 continued

	SUPERVISORY SKILLS	STATISTICAL PROCESS CONTROL	TEAM BUILDING	SPECIALIZED TECH. TRNG
PRODUCT OR SERVICE				
AGRICULTURE, FORESTRY, FISHING, MINING	50.0%		75.0%	25.0%
CONSTRUCTION	45.9%	2.7%	45.9%	40.5%
MANUFACTURING	38.5%	11.5%	53.8%	23.1%
TRANSPORTATION, COMM, UTILITIES	38.1%		38.1%	19.0%
WHOLESALE TRADE	27.8%		33.3%	27.8%
RETAIL TRADE	28.2%		17.9%	28.2%
FINANCE, INS., REAL ESTATE	22.9%		14.6%	20.8%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	32.0%	1.3%	20.0%	32.0%
MEDICAL	27.5%	1.4%	40.6%	59.4%
LEGAL SERV	17.9%		7.1%	28.6%
EDUCATION, SOC. SERV., ETC.	43.9%	2.4%	56.1%	14.6%
ENGINEERING, ACCTG, R&D	21.2%		27.3%	45.5%
GOVERNMENT	80.0%		80.0%	40.0%
Total	32.1%	1.5%	32.5%	33.2%

(continued)

Question 1 BY Question 6 continued

	PROBLEM SOLVING SKILLS	TQM	OTHER
PRODUCT OR SERVICE			
AGRICULTURE, FORESTRY, FISHING, MINING	50.0%	25.0%	25.0%
CONSTRUCTION	35.1%	27.0%	24.3%
MANUFACTURING	34.6%	46.2%	11.5%
TRANSPORTATION, COMM, UTILITIES	28.6%	28.6%	23.8%
WHOLESALE TRADE	38.9%	22.2%	5.6%
RETAIL TRADE	23.1%	20.5%	15.4%
FINANCE, INS., REAL ESTATE	29.2%	14.6%	20.8%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	24.0%	29.3%	10.7%
MEDICAL	24.6%	21.7%	11.6%
LEGAL SERV	10.7%	14.3%	7.1%
EDUCATION, SOC. SERV., ETC.	41.5%	12.2%	22.0%
ENGINEERING, ACCTG, R&D	27.3%	24.2%	24.2%
GOVERNMENT	60.0%	50.0%	10.0%
Total	28.8%	23.7%	15.7%

Question 1: Nature of products or services BY Question 7: To reduce training costs, would you be interested in sharing training sessions with other firms? (includes ONLY those answering YES to question 3)

	SHARE TRAINING?			
	YES, FIRMS IN SAME BUSINESS	YES, FIRMS IN SIMILAR BUSINESS	YES, FIRMS IN DIFFERENT BUSINESS	YES, SAME GEOGRAPHICAL LOCATION
PRODUCT OR SERVICE				
AGRICULTURE, FORESTRY, FISHING, MINING	75.0%	25.0%		
CONSTRUCTION	21.6%	18.9%	5.4%	
MANUFACTURING	7.7%	38.5%		3.8%
TRANSPORTATION, COMM, UTILITIES	23.8%	28.6%	4.8%	
WHOLESALE TRADE	16.7%	38.9%	11.1%	
RETAIL TRADE	25.6%	15.4%	2.6%	
FINANCE, INS., REAL ESTATE	45.8%	20.8%		6.3%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	26.7%	21.3%	5.3%	1.3%
MEDICAL	40.6%	15.9%		1.4%
LEGAL SERV	42.9%	7.1%	3.6%	
EDUCATION, SOC. SERV., ETC.	29.3%	24.4%	2.4%	12.2%
ENGINEERING, ACCTG, R&D	30.3%	27.3%	3.0%	12.1%
GOVERNMENT		70.0%		
Total	29.9%	22.6%	2.9%	3.3%

(continued)

Question 1 BY Question 7 continued

	SHARE TRAINING?	
	YES, ANY FIRMS	NO
PRODUCT OR SERVICE		
AGRICULTURE, FORESTRY, FISHING, MINING		
CONSTRUCTION	21.6%	29.7%
MANUFACTURING	15.4%	34.6%
TRANSPORTATION, COMM, UTILITIES	28.6%	14.3%
WHOLESALE TRADE	5.6%	27.8%
RETAIL TRADE	12.8%	43.6%
FINANCE, INS., REAL ESTATE	6.3%	16.7%
SERVICES-HOTEL, PERSONAL, BUS., AMUSEMENT	17.3%	25.3%
MEDICAL	1.4%	36.2%
LEGAL SERV	7.1%	25.0%
EDUCATION, SOC. SERV., ETC.	9.8%	19.5%
ENGINEERING, ACCTG, R&D	6.1%	21.2%
GOVERNMENT		20.0%
Total	10.8%	26.8%

QUESTION 2: Number of Employees

Question 2: How many employees are at your site BY Question 3: Is there a need to provide formal training for your employees?

	IS TRAINING NEEDED?	
	YES	NO
NUMBER EMPLOYED		
1-4	46.6%	53.4%
5-9	66.9%	32.6%
10-19	66.0%	33.0%
20-39	68.4%	29.8%
40-59	80.0%	20.0%
60-79	82.6%	13.0%
80-99	100.0%	
100+	92.9%	7.1%
Total	59.1%	39.3%

Question 2: How many employees are at your site BY Question 3A: If no training is needed, indicate why training is not necessary. (For respondents answering NO to Question 3)

	WHY IS NO TRNG. NEEDED	
	EMPLOYEES ALREADY TRAINED	TRAINING NOT REQD.
NUMBER EMPLOYED		
1-4	79.4%	7.2%
5-9	71.2%	11.9%
10-19	75.8%	21.2%
20-39	76.5%	11.8%
40-59	16.7%	16.7%
60-79	100.0%	
100+	100.0%	
Total	75.0%	9.9%

Question 2: How many employees are at your site BY Question 4: Which of the following barriers, if any, prevent you from providing training? (Mark all that apply). (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	LACK FUNDS	LACK TIME	UNAWARE OF TRAINING	ALREADY TRAINING
NUMBER EMPLOYED				
1-4	40.1%	21.7%	19.7%	26.8%
5-9	28.1%	24.0%	14.9%	42.1%
10-19	25.8%	28.8%	18.2%	30.3%
20-39	23.1%	23.1%	20.5%	38.5%
40-59	37.5%	29.2%	20.8%	25.0%
60-79	15.8%	15.8%	15.8%	57.9%
80-99	30.0%	10.0%		60.0%
100+	30.8%	7.7%	15.4%	53.8%
Total	31.4%	22.8%	17.5%	35.0%

Question 2: How many employees are at your site BY Question 5: Which of the following employee categories in your company require formal training? (Mark all that apply). (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	UNSKILLED LABOR	SUPERVISORS/ MANAGERS	SEMI-SKILLED PRODUCTION LABOR	SERVICE/SALES EMPLOYEES
NUMBER EMPLOYED				
1-4	3.8%	26.1%	3.8%	38.2%
5-9	9.1%	38.8%	7.4%	45.5%
10-19	12.1%	65.2%	18.2%	56.1%
20-39	7.7%	61.5%	15.4%	43.6%
40-59	12.5%	87.5%	20.8%	50.0%
60-79	26.3%	89.5%	26.3%	42.1%
80-99	10.0%	90.0%	30.0%	60.0%
100+	30.8%	69.2%	46.2%	53.8%
Total	9.1%	46.7%	11.5%	44.7%

(continued)

Question 2 BY Question 5 continued

	SERVICE/SALES EMPLOYEES	CLERICAL EMPLOYEES	PARAPROFESS./ SKILLED TECH.
NUMBER EMPLOYED			
1-4	38.2%	38.2%	42.7%
5-9	45.5%	38.8%	54.5%
10-19	56.1%	60.6%	42.4%
20-39	43.6%	51.3%	38.5%
40-59	50.0%	54.2%	41.7%
60-79	42.1%	47.4%	31.6%
80-99	60.0%	50.0%	70.0%
100+	53.8%	38.5%	38.5%
Total	44.7%	44.0%	45.1%

Question 2: How many employees are at your site BY Question 6: Please identify the most critical training needs of your employees from the list below. (Mark all that apply) (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	CUSTOMER SERV. TRNG.	BUSINESS WRITING	SALES TRNG.	COMMUNICATION SKILLS
NUMBER EMPLOYED				
1-4	36.9%	27.4%	31.2%	38.2%
5-9	40.5%	28.1%	28.9%	37.2%
10-19	47.0%	25.8%	28.8%	40.9%
20-39	59.0%	12.8%	20.5%	38.5%
40-59	45.8%	37.5%	29.2%	58.3%
60-79	63.2%	26.3%	15.8%	57.9%
80-99	50.0%	40.0%	30.0%	60.0%
100+	53.8%	15.4%	38.5%	15.4%
Total	43.4%	26.3%	28.5%	39.8%

(continued)

Question 2 BY Question 6 continued

	ESL	MICROCOMPUTER APPS.	BASIC SKILLS	DIVERSITY AWARENESS
NUMBER EMPLOYED				
1-4	5.1%	35.7%	14.0%	2.5%
5-9	3.3%	33.9%	5.8%	2.5%
10-19	4.5%	31.8%	3.0%	7.6%
20-39	2.6%	35.9%	2.6%	15.4%
40-59	29.2%	41.7%	12.5%	20.8%
60-79	31.6%	21.1%	21.1%	15.8%
80-99	10.0%	40.0%	30.0%	10.0%
100+	15.4%	15.4%	7.7%	
Total	7.1%	33.6%	9.5%	6.0%

(continued)

	SUPERVISORY SKILLS	STATISTICAL PROCESS CONTROL	TEAM BUILDING	SPECIALIZED TECH. TRNG
NUMBER EMPLOYED				
1-4	17.8%		9.6%	33.1%
5-9	24.8%		32.2%	38.0%
10-19	33.3%	4.5%	42.4%	28.8%
20-39	51.3%		53.8%	17.9%
40-59	75.0%	4.2%	66.7%	37.5%
60-79	63.2%		73.7%	26.3%
80-99	70.0%	20.0%	80.0%	60.0%
100+	69.2%	7.7%	53.8%	38.5%
Total	32.3%	1.5%	32.7%	33.0%

(continued)

Question 2 by Question 6, continued

	PROBLEM SOLVING SKILLS	TQM	OTHER
NUMBER EMPLOYED			
1-4	22.3%	17.2%	17.2%
5-9	23.1%	20.7%	19.8%
10-19	37.9%	31.8%	13.6%
20-39	23.1%	23.1%	7.7%
40-59	58.3%	41.7%	16.7%
60-79	42.1%	36.8%	10.5%
80-99	50.0%	30.0%	20.0%
100+	46.2%	46.2%	
Total	28.8%	23.9%	15.7%

Question 2: How many employees are at your site BY Question 7: To reduce training costs, would you be interested in sharing training sessions with other firms? (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	SHARE TRAINING?			
	YES, FIRMS IN SAME BUSINESS	YES, FIRMS IN SIMILAR BUSINESS	YES, FIRMS IN DIFFERENT BUSINESS	YES, SAME GEOGRAPHICAL LOCATION
NUMBER EMPLOYED				
1-4	39.5%	15.3%	.6%	1.3%
5-9	28.1%	24.0%	2.5%	5.0%
10-19	16.7%	31.8%	6.1%	3.0%
20-39	28.2%	28.2%	5.1%	2.6%
40-59	20.8%	29.2%	8.3%	12.5%
60-79	36.8%	21.1%	5.3%	
80-99	10.0%	40.0%		
100+	15.4%	30.8%		7.7%
Total	29.4%	23.0%	2.9%	3.3%

(continued)

Question 2 BY Question 7 continued

	SHARE TRAINING?	
	YES, ANY FIRMS	NO
NUMBER EMPLOYED		
1-4	10.8%	27.4%
5-9	9.1%	28.9%
10-19	13.6%	28.8%
20-39	23.1%	7.7%
40-59	8.3%	20.8%
60-79		31.6%
80-99	10.0%	40.0%
100+	7.7%	38.5%
Total	11.1%	26.5%

Question 7. The information presented below includes only those respondents indicating a need for training in Question 3.

Question 7: To reduce training costs, would you be interested in sharing training sessions with other firms? BY Question 1: Nature of products or services. (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	PRODUCT OR SERVICE							
	AGRICULTURE, FORESTRY, FISHING, MINING	CONSTRUCTION	MANUFACTURING	TRANSPORTATION, COMM, UTILITIES	WHOLESALE TRADE	RETAIL TRADE	FINANCE, INS., REAL ESTATE	SERVICES -HOTEL, PERSONAL, BUS., AMUSEMENT
SHARE TRAINING?								
YES, FIRMS IN SAME BUSINESS	2.2%	5.9%	1.5%	3.7%	2.2%	7.4%	16.3%	14.8%
YES, FIRMS IN SIMILAR BUSINESS	1.0%	6.7%	9.6%	5.8%	6.7%	5.8%	9.6%	15.4%
YES, FIRMS IN DIFFERENT BUSINESS		15.4%		7.7%	15.4%	7.7%		30.8%
YES, SAME GEOGRAPHICAL LOCATION			6.7%				20.0%	6.7%
YES, ANY FIRMS		16.0%	8.0%	12.0%	2.0%	10.0%	6.0%	26.0%
NO		9.1%	7.4%	2.5%	4.1%	14.0%	6.6%	15.7%

(continued)

Question 7 BY Question 1, continued

	PRODUCT OR SERVICE				
	MEDICAL	LEGAL SERV	EDUCATION, SOC. SERV., ETC.	ENGINEERING, ACCTG, R&D	GOVERNMENT
SHARE TRAINING?					
YES, FIRMS IN SAME BUSINESS	20.7%	8.9%	8.9%	7.4%	
YES, FIRMS IN SIMILAR BUSINESS	10.6%	1.9%	9.6%	8.7%	6.7%
YES, FIRMS IN DIFFERENT BUSINESS		7.7%	7.7%	7.7%	
YES, SAME GEOGRAPHICAL LOCATION	6.7%		33.3%	26.7%	
YES, ANY FIRMS	2.0%	4.0%	8.0%	4.0%	
NO	20.7%	5.8%	6.6%	5.8%	1.7%

Question 7: To reduce training costs, would you be interested in sharing training sessions with other firms? BY Question 2: How many employees are located at your site? (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	NUMBER EMPLOYED			
	1-4	5-9	10-19	20-39
SHARE TRAINING?				
YES, FIRMS IN SAME BUSINESS	45.9%	25.2%	8.1%	8.1%
YES, FIRMS IN SIMILAR BUSINESS	23.1%	27.9%	20.2%	10.6%
YES, FIRMS IN DIFFERENT BUSINESS	7.7%	23.1%	30.8%	15.4%
YES, SAME GEOGRAPHICAL LOCATION	13.3%	40.0%	13.3%	6.7%
YES, ANY FIRMS	34.0%	22.0%	18.0%	18.0%
NO	35.5%	28.9%	15.7%	2.5%

(continued)

Question 7 BY Question 2, continued

	NUMBER EMPLOYED			
	40-59	60-79	80-99	100+
SHARE TRAINING?				
YES, FIRMS IN SAME BUSINESS	3.7%	5.2%	.7%	1.5%
YES, FIRMS IN SIMILAR BUSINESS	6.7%	3.8%	3.8%	3.8%
YES, FIRMS IN DIFFERENT BUSINESS	15.4%	7.7%		
YES, SAME GEOGRAPHICAL LOCATION	20.0%			6.7%
YES, ANY FIRMS	4.0%		2.0%	2.0%
NO	4.1%	5.0%	3.3%	4.1%

Question 7: To reduce training costs, would you be interested in sharing training sessions with other firms? BY Question 5: Which employee categories in your company require training? (Mark all that apply) (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	UNSKILLED LABOR	SUPERVISORS/MANAGERS	SEMI-SKILLED PRODUCTION LABOR	SERVICE/SALES EMPLOYEES
SHARE TRAINING?				
YES, FIRMS IN SAME BUSINESS	6.7%	37.8%	7.4%	37.8%
YES, FIRMS IN SIMILAR BUSINESS	8.7%	58.7%	17.3%	51.0%
YES, FIRMS IN DIFFERENT BUSINESS	7.7%	38.5%	15.4%	76.9%
YES, SAME GEOGRAPHICAL LOCATION		73.3%	6.7%	26.7%
YES, ANY FIRMS	8.0%	60.0%	14.0%	38.0%
NO	14.9%	41.3%	11.6%	52.9%

(continued)

Question 7 BY Question 5, continued

	SERVICE/SALES EMPLOYEES	CLERICAL EMPLOYEES	PARAPROFESSIONAL/SKILLED TECH.
SHARE TRAINING?			
YES, FIRMS IN SAME BUSINESS	37.8%	37.8%	46.7%
YES, FIRMS IN SIMILAR BUSINESS	51.0%	51.9%	44.2%
YES, FIRMS IN DIFFERENT BUSINESS	76.9%	76.9%	46.2%
YES, SAME GEOGRAPHICAL LOCATION	26.7%	60.0%	40.0%
YES, ANY FIRMS	38.0%	46.0%	40.0%
NO	52.9%	39.7%	44.6%

Question 7: To reduce training costs, would you be interested in sharing training sessions with other firms? BY Question 6: Please identify the most critical training needs of your employees. (Mark all that apply) (Includes ONLY those answering YES to Question 3, indicating that there is a need for training)

	CUSTOMER SERV. TRNG.	BUSINESS WRITING	SALES TRNG.	COMMUNICATION SKILLS
SHARE TRAINING?				
YES, FIRMS IN SAME BUSINESS	39.3%	28.1%	24.4%	37.8%
YES, FIRMS IN SIMILAR BUSINESS	50.0%	29.8%	33.7%	44.2%
YES, FIRMS IN DIFFERENT BUSINESS	46.2%	23.1%	38.5%	61.5%
YES, SAME GEOGRAPHICAL LOCATION	40.0%	40.0%	13.3%	40.0%
YES, ANY FIRMS	44.0%	32.0%	24.0%	46.0%
NO	43.0%	20.7%	33.9%	32.2%

(continued)

Question 7 BY Question 6, continued

	ESL	MICROCOMPUTER APPS.	BASIC SKILLS	DIVERSITY AWARENESS
SHARE TRAINING?				
YES, FIRMS IN SAME BUSINESS	5.9%	30.4%	10.4%	5.9%
YES, FIRMS IN SIMILAR BUSINESS	6.7%	41.3%	7.7%	9.6%
YES, FIRMS IN DIFFERENT BUSINESS	7.7%	46.2%	7.7%	7.7%
YES, SAME GEOGRAPHICAL LOCATION	6.7%	73.3%	13.3%	13.3%
YES, ANY FIRMS	10.0%	48.0%	6.0%	6.0%
NO	8.3%	19.0%	11.6%	2.5%

(continued)

	SUPERVISORY SKILLS	STATISTICAL PROCESS CONTROL	TEAM BUILDING	SPECIALIZED TECH. TRNG
SHARE TRAINING?				
YES, FIRMS IN SAME BUSINESS	26.7%		29.6%	37.0%
YES, FIRMS IN SIMILAR BUSINESS	42.3%	4.8%	44.2%	27.9%
YES, FIRMS IN DIFFERENT BUSINESS	38.5%		46.2%	23.1%
YES, SAME GEOGRAPHICAL LOCATION	46.7%		40.0%	13.3%
YES, ANY FIRMS	42.0%	2.0%	32.0%	20.0%
NO	24.0%	.8%	26.4%	41.3%

(continued)

Question 7 BY Question 6, continued

	PROBLEM SOLVING SKILLS	TQM	OTHER
SHARE TRAINING?			
YES, FIRMS IN SAME BUSINESS	30.4%	21.5%	21.5%
YES, FIRMS IN SIMILAR BUSINESS	33.7%	29.8%	17.3%
YES, FIRMS IN DIFFERENT BUSINESS	46.2%	23.1%	7.7%
YES, SAME GEOGRAPHICAL LOCATION	26.7%	20.0%	6.7%
YES, ANY FIRMS	22.0%	32.0%	8.0%
NO	26.4%	19.8%	13.2%

San Diego Community College District

SMALL BUSINESS TRAINING NEEDS ASSESSMENT

A two-minute, confidential survey

This survey has been designed to gain information about the training needs of small businesses. Please answer the following questions by darkening the bubble next to your chosen response. You may use a pencil or pen (although pencil is preferred).

1. Which of the following BEST describes the nature of products or services provided by your business? (Mark ONE response)

- Agriculture, forestry, fishing, mining
- Construction
- Manufacturing
- Transportation, communications, utilities
- Wholesale trade
- Retail trade
- Finance, insurance, real estate
- Services: hotels, personal, business, amusement
- Medical, health related
- Legal services
- Education, social services, museums, membership orgs.
- Engineering, architecture, accounting, R&D
- Government

2. Approximately how many employees are located at your site? (Mark ONE response)

- 1-4
- 5-9
- 10-19
- 20-39
- 40-59
- 60-79
- 80-99
- 100+

3. Is there a need to provide formal training (e.g. workshops/seminars/classes) for your employees? (Mark ONE response)

- Yes (if YES, please continue to question 4)
- No (if NO, from the choices below, please indicate WHY training is not necessary)
  - All employees are already sufficiently trained or educated.
  - Job tasks do not require skilled or trained workers.

If a NO response was chosen for this question, this concludes the survey. Please return the survey in the postage-paid envelope provided. THANK YOU for your participation.

4. If Yes to question 3, which of the following barriers, if any, prevent you from providing training? (Mark ONE response)

- My company lacks funds for training.
- My company lacks time for training.
- My company is unaware of training options.
- Not applicable, my company is currently providing employee training.

5. Which of the following employee categories in your company require formal training (e.g. workshops/seminars/classes)? (Mark ALL that apply)

- Unskilled laborers
- Semi-skilled production/assembly workers
- Clerical employees
- Supervisors and/or managers
- Service or sales employees
- Paraprofessional or skilled technical workers

6. Please identify the most critical training needs of your employees from the list below. (Mark ALL that apply)

- Customer service training
- Sales training
- English as a Second Language
- Basic skills
- Supervisory skills
- Team building/effective teams
- Problem solving skills
- Total Quality Management
- Business writing skills
- Communication skills
- Microcomputer applications
- Diversity awareness training
- Statistical Process Control
- Specialized technical training
- Other (please specify) _____

7. To reduce training costs, would you be interested in sharing training sessions with other firms? (Mark ONE response)

- YES, with firms that are in the SAME business as my company.
- YES, with firms that are in a business SIMILAR to mine.
- YES, with firms that are in a business DIFFERENT from mine.
- YES, with firms in the same geographical location.
- YES, with any firm(s).
- NO, I do not wish to share training sessions with another firm.

THANK YOU FOR PARTICIPATING IN THIS SURVEY. Please return the survey in the postage-paid envelope by our target due date of OCTOBER 12, 1994. – Once again, THANK YOU for your time.

SDCCD Research and Planning

The San Diego Community College District

3375 Camino del Rio South, San Diego, CA 92108-3883 (619) 584-6500

CITY COLLEGE | CONTINUING EDUCATION CENTERS | MESA COLLEGE | MIRAMAR COLLEGE

Office of the Chancellor
584-6957

September 26, 1994

Ms. Linda Currie
Coordinator
Employee Training Institute
3375 Camino Del Rio South, #335
San Diego, CA 92108

Dear Ms. Currie:

As the owner/president of a small business, I am sure it comes as no surprise to you that small businesses are critical to San Diego's economic health and well being. In fact, a recent newspaper article states that 98% of all businesses in San Diego have fewer than 100 employees. Even more startling is the fact that 75% of all San Diego businesses have less than 10 employees!

In today's fast-paced and highly competitive workplace, it is critical to have well-trained employees who can help their companies grow and prosper in an increasingly global economic environment. That's why it is so important for companies to provide the type of on-going formal training that helps employees keep pace with technology and constant change. We recognize, however, that most small businesses, because of their size, find it difficult--if not impossible--to provide this type of training.

Because the San Diego Community College District is committed to helping small businesses provide their employees with on-going formal training, we are asking your assistance in completing the enclosed **two-minute survey**. Your response to this important document will help us to identify the most critical training needs of small businesses and the barriers which they face in meeting those needs. We will then be able to design and offer relevant, responsive, and cost-effective training that overcomes the identified barriers. Please be assured that the names of companies/individuals responding to this survey will remain confidential.

We would deeply appreciate receiving your completed survey by our target due date of October 12, 1994. By working together, we can help to maintain and improve the economic health and well being of San Diego in general and small businesses in particular. We look forward to hearing from you!

Sincerely,

A. P. Gallego
Chancellor

Enclosures

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P. S. If you have questions about this survey, please call Linda Currie or Linda Scott at 584-6569.

We are asking for your help in a major San Diego research project, *The San Diego Community College District's 1994/95 Survey of Small Businesses.*

During the next week or so you will be receiving a #10 business envelope with the San Diego Community College District's logo on it.

Please watch for it! It is NOT "junk" mail.

You and your organization have been selected to participate in an important and, we believe, enlightening survey of business training interest and need. **Please open the envelope when you receive it and take a look at the materials.** We are counting on your participation, and we are confident that you will find it worth your while.

Thank you for your consideration,

A. P. Gallego

Augustine P. Gallego
Chancellor, San Diego Community College District

San Diego Community College District
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San Diego, CA 92108-3883

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